



25th WORLD SCOUT JAMBOREE

Report of the independent
Review Panel







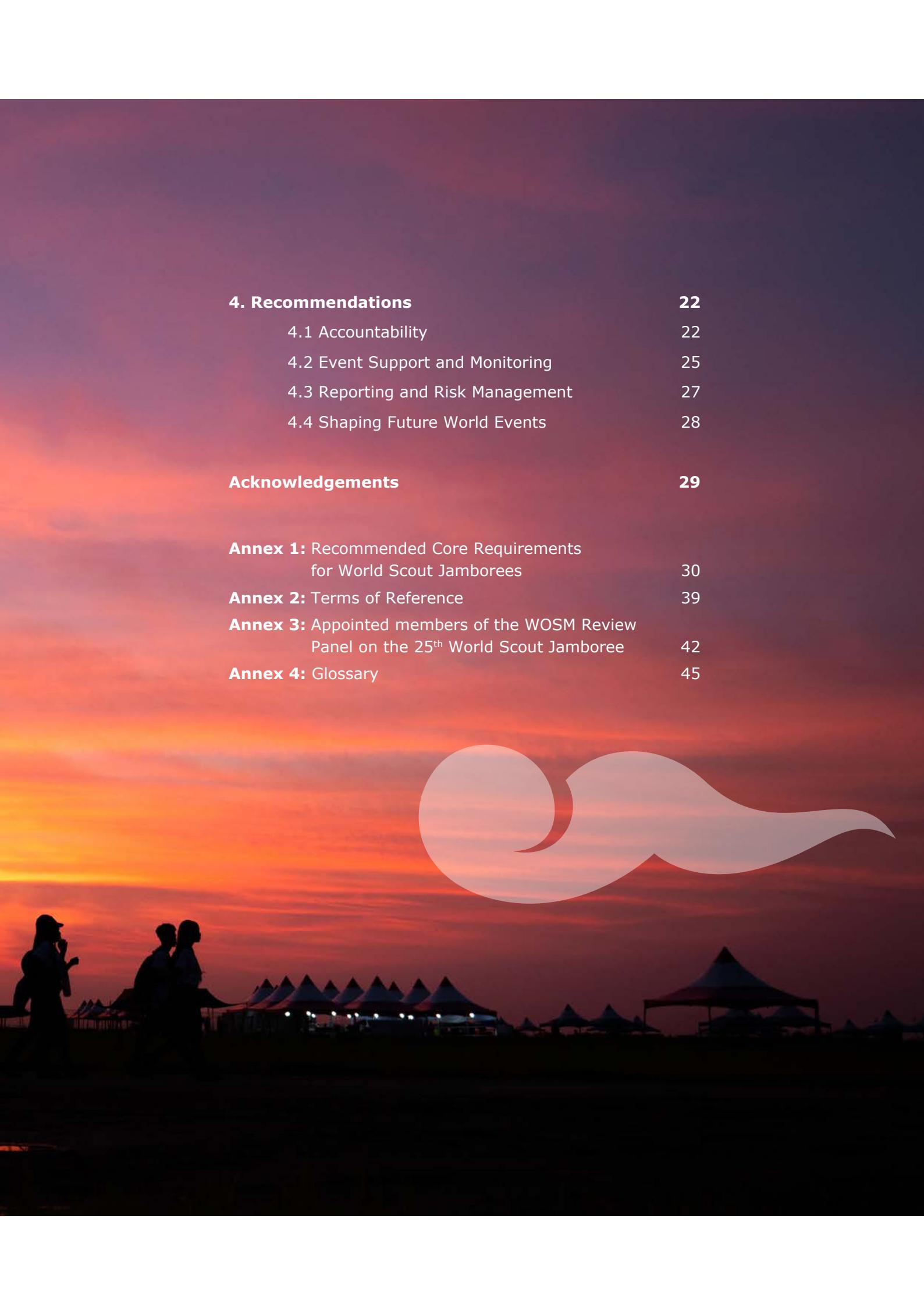
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Table of Contents

Executive Summary	6
Key Findings	6
Recommendations	7
Conclusion	8
1. Background	10
1.1 Purpose and Remit	10
1.2 Composition	10
1.3 Limitations	11
2. Methodology	11
3. Key Findings	13
3.1 Accountability	13
3.2 Event Organisation and Monitoring	16
3.3 Communication	20
3.4 Reporting and Risk Management	21



4. Recommendations	22
4.1 Accountability	22
4.2 Event Support and Monitoring	25
4.3 Reporting and Risk Management	27
4.4 Shaping Future World Events	28
Acknowledgements	29
Annex 1: Recommended Core Requirements for World Scout Jamborees	30
Annex 2: Terms of Reference	39
Annex 3: Appointed members of the WOSM Review Panel on the 25 th World Scout Jamboree	42
Annex 4: Glossary	45



Executive Summary

In September 2023, the World Scout Committee appointed a Panel of Experts ('the Panel') to conduct a thorough review of the events associated with the 25th World Scout Jamboree in Korea and to provide a comprehensive report highlighting learnings and recommendations.

The Panel's report presents a factual examination and analysis of the existing governance frameworks for hosting the Jamboree, and takes into consideration the historical management of Jamborees which relied heavily on trust with the Host. The report also offers recommendations for actionable steps that the World Organization of the Scout Movement (WOSM) and future Hosts should take to enhance and improve the quality and safety of future World Scout Youth Events.

Key Findings

After an extensive and comprehensive analysis, the Panel finds that:

- A) While the **hosting agreements** have undergone changes for subsequent hosts, the agreements between WOSM and the Korea Scout Association governing the organisation of the 25th World Scout Jamboree lacked clarity, binding milestones, clear delivery agreements, and adequate mandates for the accountable bodies to enforce them.
- B) While the Panel noted event guidelines concerning "risk", the reporting practices for **risks** associated with the 25th World Scout Jamboree were not sufficiently managed in the leadup to the event.

- C) While the Panel recognises that the World Scout Committee gave due consideration to the Korea Scout Association's **postponement request** in 2022 based on the therein described reasoning and requested extra assurances on the Host's ability to deliver the event on time, the Host's explanations of and written assurances to significant additional red flags raised at this time were accepted solely based on trust and should have warranted both more consideration and independent verification of key facts before making a decision on the postponement.
- D) The Korea Scout Association was sidelined by the Korean government because of the large funding provided by the latter. As a result, the Korean government became the **de facto organiser of the 25th World Scout Jamboree**, and this exacerbated the existing event organization challenges and caused a number of structural and coordination complications.
- E) The lack of a clear communication strategy at various stages of the organisation and execution of the 25th World Scout Jamboree contributed to its already considerable challenges. Inconsistent, incomplete, and late Host communication engendered a lack of trust among all parties involved and a sense of that the processes **lacked transparency**.
- F) The historically evolved **governance mechanisms** for World Scout Youth Events which were predominantly trust-based, led to gaps in the accountability for the 25th World Scout Jamboree and were thus inadequate to meet the challenges of the event.

Recommendations

Based on these key findings, the Panel recommends:

- A) Clarifying the **roles and the division of responsibilities** of WOSM's constitutional bodies, the World Scout Conference, the World Scout Committee, and the World Scout Bureau, in relation to World Scout Youth Events and the event Hosts. While noting the historic context and the limited role of WOSM bodies in previous Jamborees, it is the Panel's view that going forward, the ultimate accountability for the ownership, organisation and execution of events such as the World Scout Jamboree should lie more expressly and clearly with the World Scout Committee.
- B) Empowering the World Scout Committee and the World Scout Bureau with **stronger mandates** to fulfil their oversight and support role in the organisation and delivery of World Scout Events.
- C) Strengthening **risk management and contingency practices** within WOSM, on the Host side, and jointly.
- D) Establishing processes for **peer review or audit and accessing expertise** to support the World Scout Committee, World Scout Bureau, and the Host in planning and delivering events.
- E) Strengthening the **hosting agreements** between the World Scout Bureau and the Host National Scout Organization to include binding core requirements for the Host's delivery, supported by concrete standards, effective guidelines, and critical path milestones.

- F) A mutually **agreed framework** for managing government expectations and relations. Host National Scout Organizations, rather than their government, bear responsibility for the successful planning and execution of an event.
- G) Ensuring that the Host's communication throughout all stages of the event adheres to one or more of WOSM's official languages (English and French), reflecting the current practices of the World Scout Committee and the World Scout Conference.
- H) Establishing **comprehensive Host communication and crisis management strategies**, and working closely with the World Scout Bureau to implement them.

Conclusion

The Panel has conducted a thorough review of all of the available and provided information, as well as a far-reaching and extensive exercise to obtain views from across the spectrum of stakeholders within the Scout Movement. In analysing the 25th World Scout Jamboree, the Panel has come to the following overarching conclusions:

- There were gaps in the accountability framework.
- There were discrepancies in governance bodies as to who should have been responsible for the success or failure of the event.
- There were perceived and real limitations in the role of the World Scout Bureau outside of a "support" function.

In detail, the Panel noted a significant difference in the perceptions as to who should be accountable for the success or failure of the event, and a lack of clarity as to the role that the World Scout Bureau can and should play in the organisation of these events. While WOSM's Constitution entrusts the World Scout Bureau with the responsibility of supporting the organisation of the Jamboree, the Bureau had, in practice, little or no authority to intervene in the planning and execution of the event.

The World Scout Committee is the only body with a 360° overview of the whole event, right from its inception in the bidding phase up to the final execution. The World Scout Committee is also the only organ with the remit and authority to make decisions on behalf of the World Scout Conference between Conferences or, when needed, to escalate the decision to the Conference.

Furthermore, the World Scout Committee is responsible for overseeing risks and ensuring that proper controls are in place. Therefore, the view of the Panel is that while the Host is responsible for the planning and delivery of a Jamboree, ultimately the accountability for the organisation and execution of the Jamboree should in the future lie more expressly and clearly with the World Scout Committee.

The Panel's report contains a series of recommendations which should be read in full before decisions are made in terms of implementation and related timelines for implementation. To enable the World Scout Conference, World Scout Committee, and World Scout Bureau to assume an accountability function going forward, the Panel recognises that it is important that there is sufficient capability and capacity in place.

The view of the Panel is that if a series of standards (or must-haves) and guidelines (frameworks) are developed and adopted, and peer-to-peer dialogue with external organisations is established to enhance the capability and capacity of the Movement when it comes to World Scout Youth Events, then the accountability gap, discrepancies in governance, and perceived limitations identified by the Panel can be addressed successfully. Strategically, benefitting from internal and external expertise to support the planning and delivery of events will ensure that safe, educational, and successful World Scout Youth Events can continue to shape generations of young people. The World Scout Jamboree Review Panel is a live example of how Scouting has already started to embrace such thinking.

April 2024

Neil Carney, Ireland (Co-Chair)
Phil Harrison, Australia (Co-Chair)
Rocío Moreno Lopez, Mexico
Marie Reinicke, Sweden
Ana Saldarriaga, Colombia
Kevin Tan, Singapore



1. Background

In September 2023, the World Scout Committee appointed a WOSM Review Panel for the 25th World Scout Jamboree. The Panel was tasked with conducting a thorough review of the events associated with the 25th World Scout Jamboree and to provide a comprehensive report highlighting learnings and recommendations gleaned therefrom.

The main objective of the review is to evaluate the existing frameworks governing the hosting of the 25th World Scout Jamboree specifically, and World Scout Jamborees in general. Additionally, the aim is to provide forward-looking recommendations to enhance and improve future World Scout Youth Events.

1.1 Purpose and Remit

The Panel's purpose and remit as per the Terms of Reference (Annex 2) are as follows:

"The Panel will look into the improvements that need to be introduced in view of the challenges encountered at the 25th World Scout Jamboree and highlight learnings and propose recommendations to strengthen WOSM's processes and systems related to bidding, selection, planning, hosting, supervising, supporting and evaluating the World Scout Jamboree and, where applicable, the World Scout Moot."

The Panel's remit includes developing a thorough process to impartially capture inputs and reflections from all relevant stakeholders of the 25th World Scout Jamboree, as well as to review and analyse these inputs and the comprehensive documentation associated with the 25th World Scout Jamboree.

1.2 Composition

The Panel members were appointed by the World Scout Committee in September 2023 on the basis of their impartial and demonstrable subject matter expertise, bringing global perspectives from key areas (Annex 3). The Panel consisted of:

- Neil Carney, Ireland, Co-Chair (External)
- Phil Harrison, Australia, Co-Chair
- Rocío Moreno Lopez, Mexico (External)
- Mare Reinicke, Sweden
- Ana Saldarriaga, Colombia (External)
- Kevin Tan, Singapore

1.3 Limitations

In reviewing the events associated with the 25th World Scout Jamboree, the Panel's objective is not to assign blame to individual actors or bodies with respect to the event's numerous and interrelated challenges, and leading to its eventual outcome. Rather it seeks to identify current institutional deficiencies and to propose forward-looking strategies to strengthen these systems for future World Scout Youth Events.

It is essential to emphasise that any references to responsibility and accountability in this report do not entail a legal analysis or assessment of legal liability.

The Panel is grateful for the open cooperation of and collaboration with a wide range of stakeholders of the 25th World Scout Jamboree. Regrettably, notwithstanding the Panel's efforts, the Korean government officials involved in the organising of the 25th World Scout Jamboree were unable to provide the Panel much-needed information, especially on the financial statements relating to the event, which would have made the process far more transparent for everyone. As such, this lack of information did not allow for the Panel to completely understand key event dimensions, especially financial prioritisation, allocation, and spending. This would have been instrumental to gain a clearer and more comprehensive picture of the events associated with the 25th World Scout Jamboree.

2. Methodology

The review process undertaken by the Panel had a mixed-method approach where qualitative and quantitative data was collected and analysed in three phases as indicated in the diagram below.

The Panel review

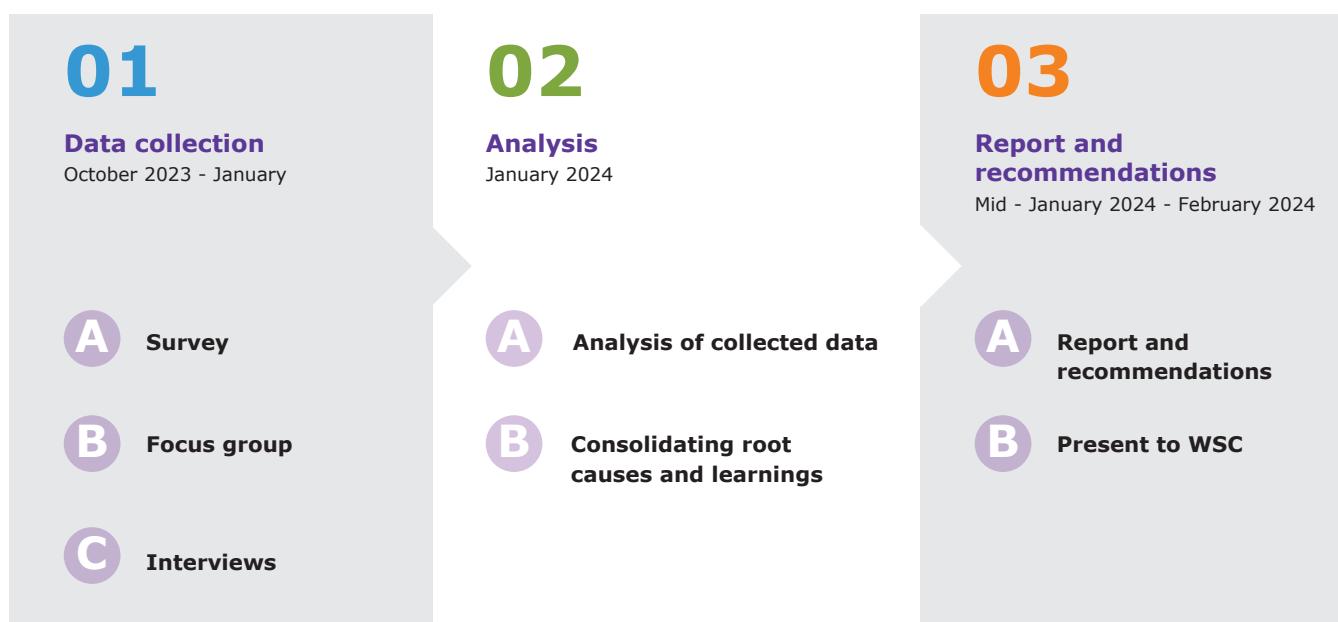


Figure 1: Panel review process in three phases

As part of its process, the Panel conducted a series of surveys, focus groups, and interviews with various stakeholders to obtain as holistic a view as possible, and to ensure that all identified stakeholders in the Movement were afforded the opportunity to participate and be heard. This was a comprehensive undertaking as illustrated by the following figures and was only possible with the hard work and coordination support of World Scout Bureau staff.

Surveys

- 58 National Scout Organizations represented in the 11 surveys conducted
- 1,473 survey responses received
- 5,324 responses to the open questions
- 11,804 statements in total
- All surveys were anonymous except for basic identifying information or based on self-identification.

Focus Groups

The focus groups were designed to bring together medium-sized groups of participants with the primary aim of validating information gathered from key documents, experience accounts, and surveys, and to suggest improvements. The focus groups prioritised more depth and detail than the surveys, and had a high value for a qualitative review on what happened, the root causes, and learnings. All focus groups were conducted in a confidential space to allow participants speak freely.

- 8 focus groups (3 with National Scout Organization leadership, 3 with Heads of Contingents, and 2 with the WOSM Team).
- 23 countries represented from all WOSM Regions in the focus groups with National Scout Organization leadership and Heads of Contingent.
- 7 countries and all WOSM Regions represented in the WOSM Team sessions.

Interviews

- 2 interviews held with the Korea Scout Association.
- 1 interview held with the Chairperson, World Scout Committee, and Secretary General, World Organization of the Scout Movement.
- 2 interviews held with the World Scout Committee Liaison to the 25th World Scout Jamboree Director, World Events, World Scout Bureau



3. Key Findings

3.1 Accountability

“Accountability” refers to the meeting of expectations that arise from one’s assumed responsibilities. Such responsibilities are either expressly assumed through prior commitment, implied as a corollary of express commitments, by virtue of promises made, or by dint of a relationship of trust emplaced on the individual. In its simplest form, “accountability” refers to the requirement that event stakeholders give an account of their performance of a duty or competency entrusted to them. An understanding of this definition is particularly important when assessing the role and responsibilities of the different actors involved in World Scout Youth Events.

To assess the accountability of parties involved in the organisation of the 25th World Scout Jamboree, the Panel looked at the respective remits of the different governance organs in relation to specific tasks concerning the 25th World Scout Jamboree (e.g. deciding on who should host the event, as well as overseeing, supporting, and executing the event itself).

The World Scout Conference is responsible for deciding who hosts the World Scout Jamboree. Under Article XIV.1(y) of the WOSM Constitution, the World Scout Committee is responsible for supervising and overseeing the organisation of World Scout Events, as well as for acting on behalf of the World Scout Conference between its meetings to give effect to its decisions (Article XIV.1(a)). It is also responsible for ensuring that risks facing the Scout Movement are addressed and that appropriate control measures are put in place. Lastly, the World Scout Bureau is responsible for assisting the World Scout Conference and the World Scout Committee to fulfil their functions and provide the necessary services for implementing its decisions (Article IV.1(g)) and for supporting the organisation of World and Regional Scout Events.

In analysing the 25th World Scout Jamboree, the Panel found gaps in the accountability framework which led to significant perceptual difference among the stakeholders as to who should have been responsible for the success or failure of the event. The Panel is of the view that the 25th World Scout Jamboree faced numerous and interrelated challenges that stemmed from the unclear accountability framework, and these contributed significantly and led to the outcome that was experienced.

Using a RACI matrix – to identify who is RESPONSIBLE, ACCOUNTABLE, and who needs to be CONSULTED and kept INFORMED – to dissect and understand better the roles that each of WOSM’s Constitutional bodies, the Host, and Member Organizations played in the 25th World Scout Jamboree, the Panel finds:

Responsible – the Korea Scout Association and the World Scout Bureau. The responsibility was primarily held by Korea Scout Association stemming from the mandate the World Scout Conference conferred onto the National Scout Organization during its vote of acceptance of the invitation and from the Memorandum of Understanding concerning the event organisation signed in 2017 between WOSM and the Korea Scout Association. Yet the World Scout Bureau also had a substantive and constitutional responsibility to support the Korea Scout Association in organising the event.

Accountable – the World Scout Committee. The World Scout Committee is constitutionally responsible for supervising and overseeing the delivery of the event. Whilst the extent and details of this accountability is not spelled out explicitly, nor enshrined in the WOSM Constitution, past practice shows that the World Scout Committee, relying on its authority to act on behalf of the Conference between its meetings, can potentially take action to ultimately postpone, transfer or cancel a World Scout Event during the planning stage in cooperation with the Host.

Consulted – Member Organizations. WOSM's NSOs decided in 2017 on whose invitation to host a World Scout Event they would accept. After the bid was awarded, they were informed and engaged in the event's organisation through their Heads of Contingent, and Heads of Contingent meetings.

Informed – Once the decision was taken as to who would host the World Scout Event, the Host, working with the World Scout Bureau was responsible for keeping the World Scout Committee (as the supervisory body) informed as to the progress of the event. Similarly, the Member Organizations should be kept informed of the process. This does not require stakeholders to be provided with detailed updates, but to be made aware of how key milestones and deliverables were being met or otherwise.

The Panel recognises that the governance structures of World Scout Jamborees and their practical implementation, including the 25th World Scout Jamboree, evolved historically and relied predominantly on trust between the parties. This led to accountability gaps in the 25th World Scout Jamboree, resulting in inadequate structures and frameworks to meet the challenges of the event.

The Panel has also found discrepancies in the various parties' interpretations of the applicable accountability framework, which exacerbated tensions between WOSM, the Host, the Korean government, and participating contingents at the 25th World Scout Jamboree, and posed additional obstacles to effectively manage the ongoing crisis situations at the 25th World Scout Jamboree. The lack of clarity on the roles and frameworks provided by institutional documents and protocols for WOSM World Scout Youth Events further complicated the review of accountabilities.

Specifically, the Panel found:

- Given the historical management of Jamborees, there were gaps in the accountability framework which needs to be addressed for future World Scout Youth Events. These gaps resulted in a significant difference in understanding between WOSM's bodies, Hosts, and National Scout Organizations as to who should be responsible for the success or failure of the event.
- A lack of clarity on the role the World Scout Bureau can and should play in the organisation of World Scout Youth Events, and specifically for the 25th World Scout Jamboree. While WOSM's Constitution entrusts the World Scout Bureau with the responsibility of "supporting" the organisation of a Jamboree, it had – as a result of practice evolved over significant time – little or no mandate to intervene in the planning and execution of the event.

- From WOSM's perspective, organising World Scout Jamborees has been seen as an event that the Host National Scout Organization undertakes as a matter of great pride and prestige, and this has, for the most part, ensured that the Host does not fall too far short of expectations in delivering the event. The whole process of bidding and organising any Jamboree encompasses a large dose of trust which the Movement places on the Host. This is clearly seen from the "soft language" used in the Bidders Code of Conduct, as well as in the WOSM Guidelines for the Hosting of the World Scout Jamboree. No hardcore expectations or deliverables are specified in these documents. Instead, these are left to be finalised through negotiation and collaboration between the World Scout Committee, the World Scout Bureau, and the Host National Scout Organization.
- The current framework that establishes how a Jamboree is awarded, planned, and delivered needs refinement and evolution. As it stands, the World Scout Bureau's role is largely supportive and does not allow the Bureau to stand in for the Host, enforce changes or improvements, and drive issues forward. From the feedback and documentation received, the World Scout Bureau's role was one of encouragement with limited scope for intervention other than recommending to the World Scout Committee the ultimate sanction of revoking hosting rights. It might not be enough to enhance the World Scout Bureau's role in the Memorandum of Understanding or Hosting agreements. Indeed, it may even be necessary to amend WOSM's Constitution to make sure that there is full clarity regarding the Bureau's mandate. The legalities and implications for such a change to WOSM's Constitution need to be worked out separately.
- A key discrepancy in expectations was noted when the Contingents expected the World Scout Bureau to step in during moments of crisis at the 25th World Scout Jamboree, but it lacked a clear mandate to do so. This led Contingents to believe the World Scout Bureau only stepped in at the last minute when the situation was getting desperate when, in fact, the World Scout Bureau had been involved from the beginning and intensified its presence and involvement as the event approached.
- While recognising that this agreement has evolved for subsequent hosts, the Memorandum of Understanding (MoU), which formalised the collaboration between WOSM and Host (signed in 2017), was a weak legal document. The MoU was essentially a "services package" agreement in which the World Scout Bureau agreed to support the event for a consideration of USD 500,000. The World Scout Bureau has charged this fee to all National Scout Organization Hosts since 2003 to support the delivery of the event. While the MoU spells out the Host's obligations more clearly, the nature of WOSM's support in the 16 areas described are not articulated with sufficient precision to be enforceable.
- The leadership structure established by the Korea Scout Association, with five Co-Chairs became confusing, with blurred lines on authority, and inefficient. Furthermore, this type of structure, which does not have clear lines of accountability, makes it extremely difficult to pin responsibility on anyone, making it easy to leave tasks unaccomplished.
- The Korea Scout Association failed to deliver on its responsibility and promises to organise the planning and delivery of a safe and successful event. In particular the Panel found that the Host National Scout Organization focused on peripheral elements such as fare discounts, visa waivers, or highlight programme events instead of ensuring a safe camping experience. The Host, at times, also deliberately misled the World Scout Committee, World Scout Bureau, and National Scout Organizations in its communications on the state of the event's preparations and preparedness.

- The Korea Scout Association was sidelined by the Korean government on account of the large funding provided by the latter, and the Korean government, against past practice and guidelines, became the de facto organiser of the 25th World Scout Jamboree. The turnover and changing of government staff working on the event on an annual basis - or perhaps more frequent in some cases - meant that the normal relationship-building processes that go towards strengthened support for event planning were not in place. The Panel received indications that there was a poor transfer of knowledge during these changes in staffing. This exacerbated existing challenges in the event's organisation by the Korea Scout Association, leading to unclear roles and responsibilities, weak implementation structures, and conflicting communication. While the Panel recognises the generous financial contribution of the Korean government, it finds that their associated involvement in the planning and delivery of the 25th World Scout Jamboree caused a number of structural and coordination complications which were insufficiently managed.
- Provision of the basic requirements of the event was not managed adequately by the Host. The Panel heard from multiple sources throughout the review about the lack of basics such as sufficient food, sanitation facilities, shelter and medical provisions, as well as multiple safeguarding incidents. It is absolutely crucial for large world events like the World Scout Jamboree to be well organised and for the best available facilities to be provided; yet NSOs and their participants should also never lose sight of the fact that this is still a Scouting event. As such, Scouts will still be expected to do their part to set up their respective campsites with all the Scouting and camping skills they can muster. The World Scout Jamboree is an outdoor adventure event and must thus be taken on its own terms. Expectations for basics to be provided such as water, sanitation, washing, shelter, food, safeguarding, and medical facilities, should not extend to expecting Host National Scout Organization to provide 5-star facilities. While the site should not be dangerous, Scouting is, by its nature, also an adventure activity.

3.2 Event Organisation and Monitoring

There was a significant amount of time between the awarding of the 25th World Scout Jamboree in 2017 and its eventual delivery date in 2023. The Panel recognises that the components of a Jamboree are complex, that its planning and delivery are usually volunteer-led, and that planning for the 2023 event (like so many around the globe) was hampered by the impact of COVID-19. Nonetheless, the Panel is of the view that there was still sufficient time to successfully plan and deliver an event of appropriate scale. It is crucial to note that there were substantial difficulties in communication and decision-making, likely stemming from unclear roles and responsibilities within Korean organising structures. Documentation submitted to the Panel suggests a strong possibility that official planning for the event did not commence until 2020. Further, there was a clear gap between promises made and expectations set by the Host in the bidding phase, as well as updates received during the planning phase, and the reality of the event that was delivered in 2023.

While a planning process was generally followed, including regular reports back to the World Scout Committee, there was a significant disconnect between the progress reporting, planning reality, and delivery outcomes. This can be attributed to:

- Poor governance structures;
- Poor and / or lack of risk management;
- Poor organisational structures and disconnects between the Host National Scout Organization and Government organisations;
- Challenging conditions for oversight during the COVID-19 pandemic;
- Impediment to preparation of the site, possibly as a result of the impacts of the COVID-19 pandemic;
- Challenging environment for National Scout Organizations to prepare for their participation in the event;
- Communication challenges during the planning and preparation.

Specifically, in terms of event organisation and monitoring the Panel found that:

- In reviewing the core basic requirements of the 25th World Scout Jamboree in terms of safety, security, safeguarding of young people, medical support, food and dietary requirements, sanitation and hygiene, movement around site, and mitigation of weather impacts, there were significant challenges and deficiencies, as well as a failure to consistently deliver core services – at the standard promised by the Host, and legitimately expected by the key stakeholders – and essential to keep all youth participants and adult volunteers safe.
- The site was a demonstrably high-risk site as was evident from the bidding stage. Significant infrastructure works, including land reclamation, were needed to prepare the site. Korea Scout Association's commitments, e.g. for a large-scale planting of trees or to deliver an International Scout Center as a legacy, were not upheld. The Panel found no clear evidence of any independent verification of the site's viability being undertaken during the bid phase (evaluation), nor during the planning phase (monitoring). Presentations were made indicating the infrastructure to be provided, but it is unclear how these presentations were scrutinised, and whether the appropriate expertise was engaged to verify the information provided.

- Site access – in both directions (in and out) – as well as road conditions were a particular challenge. Roads through the site were narrow and many had significant drop-offs on either side. These roads quickly became clogged with two-way traffic of pedestrians, buses, delivery trucks, emergency services, cars, and bikes. There appeared to be no effective traffic management nor enforced restriction on vehicular movement. A pedestrian walkway and covered “arbour” was intended to carry foot traffic but did not function as planned. In the evenings, the narrow roads and uneven walkways had poor or no lighting.
- Only one of the three planned large gatherings of the whole 25th World Scout Jamboree took place on-site. The Opening Ceremony on 2 August 2023 saw mass movement along narrow roads and the covered walkway to the main arena. Significant bottlenecks occurred at the bridges and at the arena security screening. The evening was very hot and humid, and a number of ambulances were called in to assist with heat-related conditions. This exacerbated the problem, with ambulances competing with foot traffic for space. The Opening Ceremony lacked effective safety management.
- At least 70 significant Safe from Harm or safeguarding incidents were raised with the WOSM Team. No Korean Safe from Harm Co-Lead was appointed or active and this reduced the small WOSM safeguarding team’s capacity to respond to incidents and reports.
- Significant issues were reported in relation to food provisioning and distribution, among other issues: labelling, missing or substituted items, incorrect delivery, lack of specific cultural or religious diets, storage in hot weather, quantities and quality, excessive packaging and food waste.
- Significant issues were reported in relation to sanitation, among other issues: unclear signage, particularly for non-binary youth and adults, long queues to use any of the facilities, and a lack of shower curtains or individual or private spaces in several shower facilities. In the first few days, toilets were often blocked, as there was no signage to place paper in the bin, and toilets with water taps were hard to find. In addition, there was a lack of regular and timely cleaning of these facilities in the first few days of the event. Through the repeated requests from Heads of Contingent and WOSM, additional cleaners were employed, and signoff sheets for cleaning were introduced.
- Significant issues were reported in relation to accessibility, among other issues: the walking distances, uneven surfaces, lack of transport, and the heat at the 25th World Scout Jamboree, providing a barrier to full participation in the event for a number of youth participants and adult volunteers. Whilst many individual Contingents worked to provide the necessary support and resources, many others lacked the resources or the capacity to provide the services and dignity required.

- Medical services at the 25th World Scout Jamboree were provided primarily through clinics and a hospital established on the site. This was primarily staffed by Korean and volunteer international medical staff. The medical situation was marked by an alarming lack of preparedness. In the early days of the 25th World Scout Jamboree, it became apparent that several clinics were without electricity, rendering them inoperative. The medical facilities and resources were severely inadequate, with shortages of essential supplies such as gloves or saline solution for treating dehydration, with insufficient beds, food for patients and a disorganised admission procedure. Outdated record-keeping methods posed further challenges for hospitals. Furthermore, worries emerged regarding the potential spread of water-borne diseases at the 25th World Scout Jamboree. Communication was often a barrier to the timely resolution of cases. Heat-related issues and insect bites in particular made up a significant proportion of the case load at the Hospital. Weather was a risk factor well known in advance of the Jamboree and more thorough preparations for hot weather should have been investigated.
- The Panel notes that gradual improvement, with the Host being supported in significant ways by WOSM and the Contingents, was reported in some areas between 1 August (arrival day) and 8 August (early departure day due to Typhoon Khanun), e.g. through additional sanitation workers or increased accuracy of the food delivery system.

In the context of this chapter, the Panel also notes the impact of the COVID-19 pandemic. This was an external force which had a significant impact on event planning and delivery globally. Impacts which were felt by this Jamboree event include:

- No “test event” (in the form of a local Jamboree) in the year prior to the 25th World Scout Jamboree;
- Changes in ways of working during periods of lockdown;
- Challenges to assurance, oversight, and audit processes as a result of travel restrictions;
- Challenging period in advance of the event for National Scout Organizations to prepare for the event;
- Likely delays to infrastructure programme.

The impact of not having the opportunity to test-run the event cannot be underestimated. It would have enabled clear identification of issues across the event-time governance and operations, readiness of the site and readiness of the operating teams to deliver at the 25th World Scout Jamboree itself.

3.3 Communication

The Panel further finds that, among other factors, the lack of a clear communication strategy for large-scale events contributed to the outcome of the 25th World Scout Jamboree. Inconsistent, incomplete, and late Host communication instilled a lack of trust among all parties involved and a sense of non-transparency. Specifically, during the 25th World Scout Jamboree, communication was unstructured and one-sided. There were limited and inefficient channels to receive timely feedback from Contingents and participants. When Contingents or participants raised their questions or concerns, there was little flexibility, empathy, and solution-orientation to cater to their needs. Examples of this include but are not limited to the following both before and during the event:

- Language barriers between the Host National Scout Organization, WOSM and Contingents made communication difficult, confusing and delayed. The Panel notes that the organising language was predominantly Korean with only occasional summary notes being distributed in WOSM's official languages (English and French). The Panel also finds that the Korea Scout Association did not allocate sufficient resources to translations or interpretation so that it could communicate effectively and efficaciously.
- Systemic lack of response or delayed response from the Host National Scout Organization to concerns or questions raised. In the absence of regular updates and communication from the Host, the Panel notes that National Scout Organizations widely expected the World Scout Bureau to step in to fulfil this function despite its lack of mandate or access to do that.
- There was no communication strategy from the Host for on-site delivery as clearly stated in the Jamboree event guidelines. Examples include the lack of signage in the bathrooms, buses, and camps.
- Additionally, there was a notable absence of a communication strategy for crisis management, coupled with inadequate emergency preparedness. Given the scale of the event, it would have been imperative to have well-defined protocols for crisis management .

During the delivery of 25th World Scout Jamboree, the Panel notes a continuation of the poor communication exhibited in the planning which, in turn, increased the lack of trust and the sense of incomplete information to be shared. The Panel notes that this perception applies not only to information from the Host to WOSM and National Scout Organization Contingents, but also within WOSM and from WOSM to National Scout Organizations. The Panel found that this is likely connected to the lack of an overall crisis communication strategy.

3.4 Reporting and Risk Management

The Panel recognises that stipulations around risk management stemming from the World Scout Jamboree event guidelines, including reports to the World Scout Committee, were in place at the time of planning the event. Yet the Panel has found that the Korea Scout Association paid relatively little attention to formal and structured risk management despite admonitions from the World Scout Bureau to do so. The Korea Scout Association were unable to demonstrate how it managed the risks attendant to organising an event of this scale. At the same time, the Panel finds that while the World Scout Bureau monitored what they perceived to be risks, it was clear that they had neither the tools to intervene, oversee or directly manage risks which emerged and manifested.

The Panel also finds that the Korea Scout Association's consistent failure to produce a satisfactory risk register should have warranted far greater consideration from the World Scout Committee. In particular, a better maintained and managed risk register from either party, or both parties, could and should have given additional insight in the overall consideration of the Korea Scout Association's postponement request. Based on the progress and update reports received at the World Scout Committee meeting in March 2022, including the risks documented in the request for postponement from the Korea Scout Association, there were additional red flags raised which could have provided a more comprehensive picture.

As for the postponement request itself, the Panel recognises that the World Scout Committee gave due consideration to the Korea Scout Association's postponement request based on therein described reasoning and requested additional assurances of the Korea Scout Association's ability to deliver the event, which they provided. The Panel further notes that in line with WOSM's historically primarily trust-based governance mode, the World Scout Committee accepted these assurances without further scrutiny or independent review, additionally bearing in mind the ramifications a postponement would have had on the unity of the Scout Movement, young people, National Scout Organizations, and other planned events in 2024.

The Panel believes, with the benefit of hindsight, that the World Scout Committee could have taken an alternative course of action by, where necessary, engaging expertise to verify the status at the time, prior to rejecting the request to postpone at the time of the meeting, despite their due considerations.



4. Recommendations

4.1 Accountability

The Panel strongly recommends the immediate remedying of structural gaps in the accountability framework for World Scout Youth Events.

- The Panel believes the World Scout Bureau's constitutionally enshrined support function to support World Scout Events should be understood as coming with the responsibility to intervene and enforce agreements. Accordingly, the World Scout Bureau should be constitutionally empowered to act and be provided with increased resources and a proper mandate. Ultimately, the outcome of an event will reflect directly on the reputation of the whole Scout Movement and the Panel sees an opportunity here to enhance the World Scout Bureau's mandate and make sure that Scouting events reflect its values and standards. In some cases, this may require the World Scout Bureau to be more interventionist in the organisation process and if necessary, to reassess its role to pivot from supporter to partner.
- More clarity is needed on the agreed support fee between WOSM and the Host. The purpose of the fee should be more clearly stipulated and detailed to increase transparency on all sides (e.g. stating if the fee is for the use of the trademark or rendered services). If it is the latter, then the services to be rendered by the World Scout Bureau need to be clearly stipulated in a contract in terms of what kind of services the Host can expect.
- While the Panel recognises that there have been improvements in the structure and content of the agreements between WOSM and Host National Scout Organizations, such as the Host Organization Agreement with The Polish Scouting and Guiding Association for the 26th World Scout Jamboree in 2027, the Panel recommends continued examination of the documents to improve clarity, transparency and the legal rigor of these agreements. The Panel also considers it critical to include a list of minimum or core requirements which the Host must deliver in the Host Organization Agreement, recognizing that these requirements are currently only laid out in the World Scout event guidelines. The stipulation of these mandatory deliverables must stand separate from any promises made by the Host during the bidding process and be rigorously monitored by the World Scout Committee.

- While the World Scout Committee can reasonably expect Host National Scout Organization to act with propriety and in line with the Scouting values, it is nevertheless critical that the hosting agreement between the World Scout Bureau and the Host National Scout Organization include a list of the minimum or core requirements which the Host must deliver. The stipulation of these mandatory deliverables must be implemented immediately and stand separate from any promises made during the bidding process. Ultimately, the World Scout Committee must ensure that any event that has the World Scout brand reflects its values. As the organ responsible for overseeing risk, World Scout Committee needs to be flexible to adapt and adjust its responsibility in the organisation of world events in a way that increases the probability of delivering a successful event. In some cases, this may require the World Scout Bureau to be more interventionist in the organisation process or to reassess its role fully to become more of a partner than a mere supporter.
- While noting the historic context and the limited role of WOSM bodies in previous Jamborees, it is the Panel's view that the ultimate accountability for the organization and execution of the World Scout Jamboree should more expressly and clearly lie with the World Scout Committee. The World Scout Committee is the only governance body with a comprehensive overview of the entire event process from inception to final execution.
- In order for the World Scout Committee to fulfil this role, the Panel recommends paying specific attention to adequate resourcing. Expertise is likely to exist in the Scout Movement and an empowered project review team – with the requisite core skills such as event management, infrastructure and engineering, communications, and financial analysis – should be put in place.
- To align the Panel's recommendations with respect to the World Scout Committee and the World Scout Bureau roles, the Panel recommends entrenching the accountability mechanisms within the WOSM Constitution. At the moment, the Constitution only states that the World Scout Bureau is responsible for supporting World Scout Events. However, there is no clear mandate or explanation as to what "support" actually means or what it entails. Similarly, the World Scout Committee's supervisory role and the World Scout Conference's conferral role should be sharpened.
- Hosting a World Scout Youth Event of this scale necessarily entails state involvement in one form or another. However, it is imperative that the Host National Scout Organization, and not their government, be held responsible for the successful planning and execution of the event. To this end, it is essential that the World Scout Bureau and the Host National Scout Organization arrive at an agreed framework under which government expectations and relations are managed. As part of the bidding process, prospective hosts should provide a strategy for government (local, regional, national) engagement, outlining the various roles and responsibilities of the parties and how this will be managed, the forms of agreement, structures and governance forums, roles and responsibilities, risks, etc. This should in turn be reflected in final hosting agreements.

- The Panel notes that steps have been taken in the right direction in the World Scout Conference Resolution 2017-14 which provides that "...bidding documentation or prospectus, including maintaining the reference to the World Scout Conference Resolution 2017-14 Bidding for future events – Code of Conduct which calls upon all bidders to ensure a fair, sustainable, and ethical process, free from undue diplomatic or governmental pressure." Naturally, if the Host National Scout Organization is unable to meet these requirements, it should reconsider bidding to host the event.
- The Panel further affirms that the Host National Scout Organization, and not a government, should be held responsible for the successful planning and delivery of an event. To this end, the Panel recommends that the World Scout Committee and World Scout Bureau in cooperation with the (potential) Host agree on a framework for each event under which government expectations and relations are managed. At no time should it be forgotten that this is a Scout event and that (local, regional or national) state authorities are welcome and encouraged to support it, but should not overstep their agreed roles and responsibilities. This is recommended to be worked out as part of the bidding documentation or prospectus so that potential Host National Scout Organizations understand what these dynamics look like prior to bidding.
- While it is not part of the World Scout Bureau's remit to dictate how the event Organising Committee is to be constituted and organised, it is nonetheless necessary that at the outset, the Host National Scout Organization must establish an effective and efficient organisational structure with clear lines of hierarchy and reporting to facilitate proper accountability for tasks and milestones to be established and completed.
- The Panel affirms its view that the Host National Scout Organization holds the responsibility for the planning and delivery of the event in accordance with the Host Organization Agreement, guidelines, and where applicable, any other promises made during a bid. It remains accountable to the World Scout Committee and is expected to accept support from the World Scout Bureau.
- National Scout Organization Contingents and their participants should be enabled to hold the Host National Scout Organization to account for the delivery of the event. Clear and open spaces for feedback – on-site and online – should be provided and at a later stage, mechanisms to close the feedback loop where the Host and the World Scout Bureau can get back to Contingents and their participants and share how their feedback will be taken into consideration.

4.2 Event Support and Monitoring

The Panel recommends that the World Scout Committee and the World Scout Bureau take a more active and engaged role in event support and monitoring.

The Panel recommends that the World Scout Bureau take concrete responsibilities in the delivery of World Scout Youth Events, letting the Host lead but contributing with concrete experience and expertise, and above all ensuring the implementation of key milestones. For this purpose, it is recommended that the World Scout Bureau:

- Increase capacity and dedicated resources to provide direct oversight over the entire process. In particular, capability and capacity is recommended to be built across key disciplines which can support bid evaluation, event planning, event delivery and post-event evaluation:
 - Risk management
 - Finance
 - Engineering and site assessment
 - Program management
 - Operations
- Provide stronger guidance and monitoring, including clear standards (baseline requirements provided to Hosts specifying the elements (the 'what') and methodology (the 'how') to deliver the events (the 'must-haves'), guidelines (supporting frameworks provided to the Host to guide their World Scout Jamboree planning and delivery) and benchmarks, which will strengthen the World Scout Bureau in its role. These mechanisms should include key performance milestones and deliverables for core facilities within strict deadlines before the Jamboree. Among others, these should include:
 - Infrastructure plans – design, construction and readiness milestones
 - Finances – anticipated funding and revenue vs. cost projections reported on and analysed annually
 - Staged versions of operating plans from at least three years prior
 - Safeguarding and safety plans for young people
 - Communication plans for Heads of Contingents
- Invest in greater risk preparedness for World Scout Youth Events, including assessing potential risks and mitigation.
- Invest in a clear crisis plan adapted to the event context with strict deadlines and contingency measures, including options for postponement or cancellation. This involves as well a collaboration with the Host on crisis management plans for the delivery phase.
- Establish processes for peer review or audit and for accessing expertise to support the World Scout Committee, World Scout Bureau and the Host National Scout Organization in planning and delivering their events.

- Establish peer-to-peer dialogue with other external organisations to enhance the capability and capacity of the Scout Movement when it comes to World Scout Youth Events.
- Strengthen its visibility of the event's financial organisation, in particular resource sources and allocations. Good governance requires open reporting throughout the whole preparation phase and financial transparency towards WOSM must be made mandatory going forward, especially because resources are awarded under the Scouts name.
- Educational materials should be created for Hosts to help mitigate and manage cultural differences in preparing the communication for the event.
- Evaluate which tasks can benefit from economies of scale and knowledge transfer and centralise them, such as providing a central World Scout Youth Events registration system which can be administered by each Host.

The Panel further recommends that the World Scout Committee:

- Sharpen its monitoring, and create mechanisms that would allow it to, if advised by the World Scout Bureau for example in case of a failure of critical readiness deadlines, veto critical decision-making in the event planning and delivery, including the right to cancel the event or conclude early. The Panel recognises that a basic veto right is already exercised by the World Scout Committee, but recommends a wider remit and better transparency for it.
- Require, in accordance with WOSM's Safe From Harm approach, the Host National Scout Organization to provide a local counterpart regarding safety in all its aspects and an aligned strategy on implementing Safe From Harm standards before and during the event. This includes a view on communication before and during the event (e.g. signage) to ensure safety in these aspects. It is recommended that the World Scout Committee and World Scout Bureau be more clearly mandated to exercise their oversight and support role in this area, for example by receiving access to registration data to check age limits or completion of Safe From Harm trainings.
- Appoint the World Scout Committee's Liaison to the event at the time of awarding the event to the successful bidder, noting that the World Scout Committee Liaison for the 25th World Scout Jamboree was only appointed in 2020 for the 2023 event.

4.3 Reporting and Risk Management

The Panel affirms its view that risk management and mitigation are responsibilities of both the World Scout Committee, the World Scout Bureau and the Host National Scout Organization. It is thus imperative that the Host be fully transparent with the World Scout Committee, the World Scout Bureau and the Scout Movement on its processes and in how it is progressing towards its milestones and deliverable deadlines. It is recommended to transparently communicate this understanding within the Scout Movement to increase through reporting and risk management a mutual sense of responsibility.

The Panel further recommends that the World Scout Committee moves from a “trust” to a “trust and verify” model for its reporting and risk management.

Specifically, the Panel recommends the following:

- Establishing a process for robust risk management (including professional internal and external resources), including a separate risk register under the authority of the World Scout Committee, managed by the World Scout Bureau, for example encompassing risks through the lens of financial, infrastructure, operational, reputational and safety. This is to be seen in addition to a joint risk register with the Host for delivery risks. Instilling robust processes, including actively managed risk registers to monitor for “early warnings” of risk realisation would put the World Scout Committee in a better position whether to continue accepting Host National Scout Organization reports and assurances or when to intervene, for example by supporting, partnering, taking over, postponing, canceling, etc. It is further recommended to look into digital tools to consolidate a strengthened risk management practice.
- Creating a “boilerplate” risk register and risk management structure as well as a template (crisis) communication strategy to provide to Hosts, including clear divisions of responsibility in managing these strategies.
- Engaging expertise from within and outside of the Scout Movement to verify key dimensions of the event organisation beyond courtesy visits with the Host National Scout Organization and reporting. This will provide a more objective basis for risk management should the World Scout Committee or World Scout Bureau and the Host’s assessments diverge. It is recognised that the World Scout Bureau has started to embrace this thinking already, having provided staff support on the ground for the 25th World Scout Jamboree in the months leading up to the event. It is recommended that this approach is broadened and institutionalised.
- Establishing clear and transparent processes for delay, postponement or cancellation of events. The Panel found the decision-making at the 25th World Scout Jamboree was hampered by failing to have structures and practical implementation tools for managing postponement or cancellation – further exploration of what qualifies as force majeure vs delivery failure should be considered by the World Scout Committee, as well as the insurance implications of cancelling the event.
- Establishing a peer-review system that engages former or future event Hosts to assess risk, readiness and progress during all phases of the event lifecycle, recognising that GSAT (Global Support Assessment Tool) standards and annual reporting are already part of the pre-bidding phase for Hosts.

- Engaging the Host National Scout Organization, through support from the World Scout Bureau, in a structured development plan to outline necessary areas of improvement to carry out the event. It is essential that this structured approach and transparent monitoring continues even and especially after the World Scout Conference has accepted a bid invitation.
- Requiring the Host to produce an agreed suite of information for Heads of Contingents on readiness milestones in advance of the event so National Scout Organizations and their Contingents can conduct their own risk assessments. The Panel proposed to have this as a staggered cascade, with information going out three (3) years, two (2) years, one (1) year and six (6) months prior to the event.

If the Host operates in a language other than WOSM's official languages (English and French), it must ensure that translation and interpretation services for all key documents and meetings are made readily available to ensure the timely and efficacious flow of information and communication. This is particularly important when it comes to medical service planning. The Panel recommends that potential Hosts should not be excluded due to their inability to operate fully in one of WOSM's official languages, but this language gap must be ameliorated by having additional resources dedicated towards this end.

4.4 Shaping Future World Events

The Panel, recognising through its review the diverging expectations around World Scout Events, recommends to work towards clear minimum standards for World Scout Events which Contingents, the Host National Scout Organization and the World Scout Committee and World Scout Bureau can expect. In the Panel's view, this can include the following reflections:

- It is crucial to acknowledge that Hosts may not be able to cater to the specific event standards of every participant. Scouting is, by its nature, an adventure activity. However, the Host must ensure that the basics, such as shelter, food, water, medical, safety and hygiene are met universally.
- The problems encountered in selecting a suitable site that can accommodate ever-increasing demands by National Scout Organizations for participation in World Scout Jamborees makes it ever more difficult for National Scout Organizations to bid and host future World Scout Jamborees. The Panel recommends that the World Scout Committee should consider if a cap of total participation in a World Scout Jamboree is required and define what that upper limit should be. A scaling of the event, with minimum and maximum sizes, should be examined. This could involve considering more in-depth analysis of the use of quota systems to devise a fair and equity-based sizing of event participation. It should also involve in-depth dialogue with other organisations to learn how they manage scaling and sizing of their events.
- For the purpose of learning and benchmarking, the World Scout Committee and World Scout Bureau should consider expanding its network of collaborative organisations to include those who are engaged in delivering similar scale events with similar challenges. Specifically, the Panel recommends an increased collaboration with other external organisations, such as Special Olympics International and International SOS, but to also strengthen existing collaboration with the Big 6 Youth Organizations. Building event management capability through a wider international network will allow for detailed benchmarking, learning and knowledge sharing. Such a network would also have mutual benefits for all parties in facing the challenges of today's and tomorrow's world.

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- All Scouts who took the time to complete and submit surveys, attend and speak openly and honestly in the focus groups and interviews.



Annex 1:

Recommended Core Requirements for World Scout Jamborees

As described in the report, the Panel recommends clarifications and binding agreements on core requirements for a World Scout Youth Event. The following presents the Panel's reflections on these.

A large outdoor multi-day youth event has specific requirements which must be met, including safety, security, safeguarding of young people, medical support, food and dietary requirements, sanitation and hygiene, movement around site, and mitigation of weather impacts. The minimum standards and guidelines should be in place at the time of award of the event. Any changes or deviations must be discussed and approved using the planning governance structures, and an agreed timeline for when the transition from planning governance to event time governance and decision making takes place must be agreed at least 18 months out from the event to ensure it is tested during any test event(s) and readiness exercises.

1. Safety and Infrastructure

- 1.1 The Guidelines for Hosting a World Scout Event (World Scout Jamboree March 2016, World Scout Moot March 2017) should be reviewed and updated to include more detailed and specific core non-negotiable standards. These standards should be addressed by bidders in the bid process for the World Scout Event, and should include core safety standards, and in particular, Safe from Harm or safeguarding.
- 1.2 A non-negotiable timeline of deliverables should be part of a contractual agreement between World Scout Bureau and the Host. This should include site and infrastructure, youth programme, sustainability, and accurate and timely communication to National Scout Organizations.
- 1.3 A final go and no-go date, exclusive of force majeure, should be included in the contract (18-12 months before the event) and based on an assessment of the readiness of the Host National Scout Organization(s) to deliver the event to the standard required. This decision should be made by the World Scout Committee, based on an evaluation by the World Scout Bureau and external assessments.
- 1.4 A large event of this nature requires a systematic approach to safety management. This should be developed and trialed by the Host well before the event, with input from key stakeholders (including WOSM and other National Scout Organizations). The event risk management and contingency management plans must be communicated widely in the WOSM official languages of English and French, and if required in the WOSM working languages of Arabic and Spanish.
- 1.5 Responsibility for overall site safety in the lead-up to, during and after the event should be assigned to a dedicated team with clear roles and responsibilities to implement the event risk management and contingency management plans. This requires a Lead (or Co-Leads) assigned to this role, with the key deliverable of proactive management of site safety. This should include pre- and post-event site safety evaluations, and a sign-off by the Camp Chief.

- 1.6 It is essential to manage the daily operational assessments of site safety, timely reporting of issues, application of the hierarchy of control, prioritisation of resources, and incident reporting. This may take the form of daily pre-event safety checks ('PEAPS' pre-event action plans) that commence before the event as personnel move onto the site, and well before the participants arrive. This process must continue for the duration of the event, and during the pack-up and shut down of the site. The outcomes of the daily checks should be tracked and monitored until issues are closed out. Professional induction and site briefings and training for the Host National Scout Organization and international adult volunteers (International Service Team, Sub-Camp Leads, Hub Leads, and Jamboree Planning Team) should be considered by WOSM and the Host to ensure everyone is aware of their roles and responsibilities. Documented role descriptions should be provided for all adult volunteers, outlining key deliverables and service standards.
- 1.7 The security of the site is critical to the safety of everyone at the Jamboree. The site must be a closed site, with controls in place to ensure no unauthorised entry. All event participants, adult volunteers and contractors should be checked in on arrival, and checked out on departure, including any off-site day and overnight trips. Fencing of the whole site, with access or egress only via designated gates, check-in and out processes, and verification of identity all need to be in place before the first participants arrive. A concept should also include regular internal and boundary patrols. Effective management of day workers, contractors, and visitors must be established in the pre-event planning phase. This should include some form of access pass and clear identification of "open areas" and "restricted areas".
- 1.8 Responsibility for arena safety should be assigned to a dedicated team with clear roles and responsibilities to implement the arena event risk management and contingency management plans. This requires a Lead (or Co-Leads) assigned to this role, with the key deliverable of proactive management of arena safety for each of the main event (usually an Opening Ceremony, Cultural Event, and a Closing Ceremony).
- 1.9 The provision of a secure site could be considered as an area of potential partnership with government (at the national or sub-national levels) that Host National Scout Organization(s) could investigate.
- 1.10 A testing and readiness strategy and plan should be prepared by the Host, with the exercises focused on the key risks they face, executing coordination and communication across all stakeholders, testing the readiness of the facilities and the Jamboree site as a whole and preparing the teams for delivery. The strategy should focus on assessing and testing plan A and plan B elements and should not be just confined to the delivery of a single test event. Other readiness activities including desktops, tabletop exercises, simulation exercises, walkthroughs and rehearsals should also be considered.
- 1.11 Ensuring the site chosen to host the World Scout Jamboree can fulfil the needs of the event is critical to the events success. The World Scout Committee must set out minimum standards (base requirements) for the site in the call for bidders. These requirements should be included in the Hosting Agreement and set as a commitment to a minimum level of delivery of infrastructure by the Host.

1.12 A comprehensive site assessment framework should be established by the World Scout Committee and implemented by the World Scout Bureau to enable National Scout Organizations to assess their proposed sites before submitting a bid, enable an independent evaluation of proposed sites be undertaken during the bidding process, support risk assessments and site delivery monitoring programmes be constantly assessed during the planning and preparation phases, all of which will enable transparent, open and clear insight into the programme readiness of the site for the event, and enable early warning of any risk realisation.

The components of the assessment should include:

- Technical analysis – can the proposed site meet the base requirements of the event?
- The ‘why’ - why is a site(s) being proposed?
- Infrastructure gap analysis – what infrastructure exists and what infrastructure will be required?
- Programme – how long will the proposed site(s) take to deliver ready for operations?
- Risks – what critical risks does the proposed site(s) pose and are suitable mitigations planned?
- Experience – what experience does the proposed site(s) offer to participants.

1.13 During the bidding phase, the World Scout Committee should satisfy itself that there is a clear rationale from the Host as to why the site(s) are being proposed, how the site infrastructure will be delivered, how this will be funded, what risks the Host sees with their site(s) and what is the proposed programme for the delivery of the site(s), and that their findings are made available to the World Scout Conference when making their decision to award any bid.

1.14 The World Scout Bureau should independently verify the information received from bidders with the intended outcome of the review being to inform any final decision making on the overall bid but also, critically inform the World Scout Conference, of the key risks which must be monitored, mitigated or eliminated to deliver the site successfully, if the bid were to be successful.

2. Safeguarding

- 2.1 The safety of youth participants (aged from 14 to under 18 years old) is a critical issue at a World Scout Jamboree. A core requirement for all adult volunteers (over the age of 18), is that they have been endorsed by their National Scout Organization as complying with all training and background checks in their home country, and have evidence of completion of the most recent WOSM Safe from Harm online module. This should continue to be a center concern for Hosts, and the World Scout Committee and World Scout Bureau, and to be evolved.
- 2.2 Binding induction processes also need to be established and enforced for contractors, emergency services and VIP guests to ensure awareness of safeguarding policies and procedures for the event.

2.3 In the lead up to, during and, after the event, a dedicated team with clear roles and responsibilities is required to proactively implement and monitor safeguarding practices. This requires a Lead (or Co-Leads) assigned to this role, with the key deliverable of case management of all incidents.

3. Food

At any large event, the provision of good food is critical to the success of the event. A standard should be considered how dietary requirements are best handled at a World Scout Event and expert resources should be engaged to establish and advise on food provision and minimum standards. Operationally, this may include assigning responsibility for food and specific dietary requirements to a dedicated team with clear roles and responsibilities over the provision of food. This requires a Lead (or Co-Leads) assigned to this role, with the key deliverable of proactive management of all dietary requirements.

4. Medical

The provision of medical services would benefit from external benchmarking and the development of partnerships with international agencies. An investigation of military and non-governmental organisation field hospitals could inform medical services for future World Scout Events and a standard set out by the World Scout Bureau for Hosts.

5. Sanitation

5.1 World Scout Events are by definition diverse, in terms of cultural and personal practice. All youth participants and adult volunteers should expect sanitation and washing facilities to be clean, functioning, safe, and private.

5.2 It is recommended that a minimum sanitation and washing standards be established by the World Scout Bureau for World Scout Events. This could be developed through partnerships with national governments and other international organisations.

6. Accessibility

6.1 The Host must ensure that the site is inclusive and accessible for all participants, regardless of specific needs.

6.2 It is recommended that minimum accessibility standards be established by the World Scout Bureau for World Scout Events. This could be developed through partnerships with national governments and other international organisations.

7. Programme

7.1 Setting out minimum expected programmes is an important factor in determining the scale and size of the event and ensuring that there is a holistic and positive experience available for all who participate. It is recommended to set out a core requirement for this.

7.2 The focus of the event should be on education and recognise that Scouting is an adventure activity. The Scout Movement should also see the World Scout Jamborees as a natural platform to develop, implement and spread Scouting programmes as a whole. The following elements are core to the concept of the Jamboree:

- Establishing an overarching theme
- Solidarity operation
- Youth programme
- Adult programme
- Ceremonies

7.3 The mandatory requirements of the programme should be defined by the World Scout Committee as part of the overall assessment of right sizing the event.

7.4 The Hosts plans for the ideation, planning and delivery of the mandatory elements should be approved, including budget allocation, before any consideration is given to additional programme offerings.

7.5 The balance of on-site and off-site programming should also be considered so they do not come at the expense of camp basics and on-site programming.

7.6 The World Scout Committee should consider enabling and enhancing collaboration between a small number of National Scout Organizations in the delivery of a World Scout Jamboree programme in which one National Scout Organization would be the "Host", programmes on the site would be delivered by other National Scout Organizations, therefore alleviating pressure on resources. It would also allow for a wider cultural experience, and wider regional collaboration. A potential legacy benefit would be deepened relations between National Scout Organizations.

7.7 Cooperation with third parties should also be encouraged for the delivery of mandatory and optional elements. The Host National Scout Organization should play an overarching role, however, in programme development with third parties to ensure the programme is reflective of Scouting and its values.

8. Project Management and Structures

8.1 Several core functions must be represented in a Host's event leadership. The typical functions and structures to manage a project of this scale would usually include:

- Project and programme management with a critical path
- Risk management
- Commercial planning – finance and procurement
- Operational planning – operating plans, policies and procedures
- Audit and assurance – oversight, reporting, analysis, checks and challenge

- 8.2 A clear and streamlined organisational structure should be required and set out in bid submissions, including demonstrating how the Host National Scout Organization will evolve from planning to delivery.
- 8.3 The organisational structure should be reflective of the delivery model – that is how is the event to be executed being reflected in where roles and responsibilities (and therefore resources) sit.
- 8.4 Strong, effective and clear governance structures are required, particularly relating to how financial decisions and government integration is to be managed, and clearly demonstrating the role of the Host National Scout Organization as leading the organisation of the Jamboree.
- 8.5 The planning processes should recognise that governments can be strong partners as they bring resource and expertise but the Host National Scout Organization should lead as it is a Scouting event.
- 8.6 It is normal for organisational structures to evolve over time during the planning, preparation and delivery phases – the key to this is having robust change management processes in place both for strategic organisational changes and for turnover in resources.
- 8.7 The World Scout Bureau should lead on transfer of knowledge around planning to include planning structures, processes and key timelines which should be included in Hosting Agreements.
- 8.8 There is no “one-size-fits-all” model for managing live events. Operating structures will vary depending on the stakeholders involved, the complexity and duration of the event, local cultural and operational considerations and requirements set out in Hosting Agreements. It is important that in the case of World Scout Jamboree’s, a minimum standard of event time governance, to include decision making and reporting, is set out by the World Scout Committee and its supporting structures. This will provide guidance and support to the Jamboree Organising Committee, many of whom may not have previous experience in organising large-scale events and will also ensure that there is a clear expectation across all stakeholders of what is required. The model should include:
 - Event time decision-making structures: what forums must be in place, who sits on these forums, what should be discussed, and what is the decision-making authority of the forums.
 - Event time reporting: what reports will be delivered, frequency, content expectations.
 - Delegation of authority: define a model for the expected delegation of authority through the organisation to enable structured but agile decision-making which can work in real-time.
 - Issue management and escalation process: clear process for management of issues, escalation of issues, management of risk realisation and implementation of contingency plans.

- 8.9 In addition, to support decision making at event time, standards for data gathering, on a daily basis during the event, should be put in place to reflect planned data and realised data. Examples could include arrivals and departures information, food consumption, medical referrals or cases (excluding case detail), attendance at events, infrastructure and maintenance issues, etc.
- 8.10 Key planning components must be adhered to by future Jamboree Hosts. These should include risk management processes including a risk register and a project plan with a critical path timeline.
- 8.11 The World Scout Committee should consider ensuring that an empowered Liaison, supported by sufficiently qualified staff and experts, be appointed at the time of award of the hosting rights to foster relationships and most importantly drive early strategic planning for the event. The reporting of this individual back to the World Scout Committee should remain, but more transparent reporting back to the wider movement should also be considered such as publication and circulation of reports.
- 8.12 The provision of a credible risk management plan by the Host for the risks identified relating to site infrastructure should be a core requirement before the Hosting Agreement is signed.
- 8.13 It is recommended that future Host National Scout Organization(s) should establish a governance group which would be responsible for oversight of site infrastructure, in particular where there are significant capital works required to make the site ready for the event. The make-up of the group will depend on the specific stakeholders involved, but should include the Host National Scout Organization Organising Committee, representation from the World Scout Committee (which could be from the World Scout Bureau), funder(s) and site owners at a minimum.
- 8.14 In preparing for the operations of the World Scout Jamboree, the Host National Scout Organization, and the World Scout Committee must be satisfied that the site for the event is ready to receive participants. To do this, periodic site inspections should take place in the years prior to the event, with more frequent and regular site inspections taking place in the final 12 months leading to the event, building on the periodic site inspections carried out in the years prior to then. These inspection visits should be transparent, with all elements of the site visited, all infrastructure observed to enable visibility of progress against programme, and critical actions agreed and executed following the visits. In the final three (3) months, weekly progress reports should be issued to ensure that the key issues are being closed out, delivery is as per programme, those with responsibility for issue resolution are held to account and to above all provide evidence to reassure all involved that the site(s) is being delivered on time, on budget and to plan.

8.15 During the planning, a site maintenance and issue response plan must be created which outlines the resources and service levels relating to site maintenance. The implementation of this plan should be monitored and statistics should be gathered on daily call outs, issues handled, response time and resolution time etc. Gathering this data on a daily basis will allow for analysis of the types of issues arising and resolution performance to be undertaken to identify and as a result resolve any systemic issues in a timely and holistic manner.

8.16 Standard License Agreements and data gathering requirements should be included in any site management contracts which the host puts in place.

8.17 The post-event decommissioning of site infrastructure (temporary or otherwise) is as important as all other elements of site infrastructure planning and delivery. The Host National Scout Organization should produce a post event decommissioning plan before the World Scout Jamboree and reporting the successful completion of this programme should be one key element of their post event responsibilities.

8.18 Infrastructure legacies are a tangible and beneficial impact of major events. The bidding process for the World Scout Jamboree should include a common understanding of why a site(s) is being chosen to host the event, which should in turn ensure there is a clear post event plan for the site.

9. Event-time Governance

9.1 Having efficient and effective event time governance (coordination, communication, command and control) is critical to the successful delivery of the event. The event time structures need to be reflective of the organisational structures and there needs to be a clear link on how it evolves from planning governance.

9.2 The structures and systems should include:

- Coordination: clear understanding of how information will be gathered, shared and utilised.
- Communication: definition of event time forums for management and issue resolution and systems and structures to manage communications, both operational communications and public communications.
- Command: clear structures that link the political, strategic, tactical and operational levels of the organisation and where decisions are made (level and forum).
- Control: clarity on where control of the event sits, and structures for overseeing plan A and any implementation if required of plan B.

9.3 The above should manifest in the following structures, systems and tools:

- Daily rhythm:
 - Daily reporting: a daily report should be in place to report on the previous day's activities, look ahead to the upcoming day(s), report on issues and statistics from the event.
 - Daily meetings: a clear schedule of daily meetings to include leadership briefings and meetings, management briefings and meetings, Heads of Contingent meetings, any media briefings if planned.
 - Daily run sheet: a detailed, daily run sheet of activities on the site and the event including operational information.
- Main Operations Centre (or equivalent):
 - Location where tactical leads of the event would manage the event, resolve escalated issues and manage escalations to the strategic level if required.
 - The location should be within the campsite and accessible only to those who need to be there to exercise their role.
 - It can be collocated with event operational centres such as those managing security operations.
 - Should operate 24/7.
 - Should manage event wide operations and be the point where external agencies link to the event at the tactical level, for example emergency services, health authorities, local government agencies, etc.
 - Responsible for gathering data, tracking and managing issues, managing communication, providing direction to operational level teams and management of reporting.

9.4 By defining minimum standards for the above structures, the World Scout Committee can ensure that from the outset, the Host National Scout Organization is clear on the requirements and any adaptations required to meet any local regulations, circumstances or personalities can be managed well in advance of the event. The structures should be tested in advance of the event including implementation at any test event(s) and participation of relevant persons who will play a role in readiness exercises.



Annex 2:

Terms of Reference

Purpose:

The World Scout Committee will appoint a WOSM Review Panel on the 25th World Scout Jamboree (Panel) consisting of experts to conduct a thorough review of the events associated with the 25th World Scout Jamboree (WSJ) and provide a comprehensive report highlighting learnings and recommendations.

The Panel will look into the improvements that need to be introduced in view of the challenges encountered at the 25th World Scout Jamboree and highlight learnings and propose recommendations to strengthen WOSM's processes and systems related to bidding, selection, planning, hosting, supervising, supporting and evaluating the World Scout Jamboree and, where applicable, the World Scout Moot.

Remit:

1. Develop a process to capture inputs and reflections of the following stakeholders in a structured approach: NSOs, Contingents (including youth participants, Unit Leaders, CMT and IST), the Host (including its Jamboree Planning and Management Teams), the 25th WSJ WOSM Team and the WOSM structures including Regions, partners, and other relevant stakeholders (including the 2025 and 2027 Host and the potential bidders for 2031). This process needs to ensure that all individuals consulted feel confident to share relevant information and experiences.
2. Review and analyse outcomes of the following:
 - the data collected through the above process (1);
 - reports, bulletins, statements and information provided by the Host, to both WOSM and Contingents, in the planning and delivery of the 25th World Scout Jamboree;
 - progress in preparing the event's site, facilities and services and their suitability during the bidding, planning, and delivery of the event;
 - organizational structure and decision-making process set up by the Host (Korea Scout Association, with the support of the Korea Government's Organising Committee) and its impact on the planning and delivery of the event, including the impact of national and local authorities involvement in the event;
 - risk, contingency and crisis management readiness of the 25th World Scout Jamboree in light of the events that unfolded during its planning and delivery;
 - WOSM's oversight and support role to the Host in the planning and delivery of the event; and,
 - compliance with the World Scout Jamboree guidelines and MoU between WOSM and the Host.
3. Identify key gaps and challenges associated with planning and delivering the 25th World Scout Jamboree.

4. Review the evolving standards of risks assessment and requirements by different contingents' participation in the World Scout Jamboree.
5. Review the current bidding and selection process, in view of
 - the learnings established through the Panel's review of the planning and delivery of the 25th World Scout Jamboree
 - the promises and commitments made by the Host at the time of bidding
 - the changes already implemented in the bidding process since the 41st World Scout Conference in 2017
6. Formulate key findings from the above and develop a set of recommendations to strengthen processes related to World Scout Youth Events selection, planning, delivery, WOSM's role, evaluation, and risk management.

Expected deliverables

1. A comprehensive set of learnings from the 25th World Scout Jamboree and a set of recommendations for the WSC's consideration.
2. To be delivered to the WSC by end of January 2024 which will form the foundation of a report to be presented at the 2024 World Scout Conference; and the foundation for WOSM's future bidding and hosting requirements.

Membership:

1. Profile of membership is based on technical expertise and experience of individuals who will conduct the Panel's review in an impartial manner and as a group reflect a globally diverse background. Members must be impartial and declare any potential conflict of interest. They should act as independent members and commit to have the capacity and time availability to support the review as required to complete the remit and expected deliverables within the timeframes envisioned
2. Given the exceptional nature of this Panel, the slate of proposed appointees will be presented to the World Scout Committee for approval. The slate is envisioned to have 6 appointees, of which 3 are external to Scouting.
3. Two Co-Chairs will be appointed by the WSC amongst the Panel members, one external to Scouting and one internal. This reflects the WSC's ambition to ensure that panel leadership can both be independent and objective vis-à-vis WOSM, and on the other hand has sufficient insight in the specific nature of the event.
4. All members which are internal to Scouting will require endorsement of their NSO for this role, as per established practice.
5. One WSC Liaison, recommended by the Steering Committee and approved by the WSC, and one WSB staff appointed by the Secretary General will support the work of the Panel without being involved in its independent decision-making process.

Considerations:

1. Since the primary responsibility for planning and organising the event sits with the Host (Korea Scout Association, with the support of the Korea Government's Organising Committee) and noting that WOSM has no jurisdiction to investigate the Organising Committees' internal shortcomings and organisational issues,
2. WOSM has formally called on the Host to collaborate with the Panel. In addition, WOSM has urged the Government of Korea to conduct its own internal review and investigate the shortcomings and challenges associated with the planning and delivery of the event.
3. The WSC will engage with the immediate Hosts of World Events, including the 26th World Scout Jamboree in Poland and 15th World Scout Moot in Portugal, to act on the learnings and improvements recommended by the Panel.
4. The WSC will at its September 2023 meeting take note of the potential bidders for the 27th World Scout Jamboree (2031) and 16th World Scout Moot (2029). In light of the work of the Panel, it will however postpone formal review and endorsement of these bidders until its March 2024 Meeting, ensuring the learnings of this process can be reflected into the bidding and selection process.
 - It is noted that in line with the Code of Conduct for World Event bidders, this means that no campaign by these potential bidders can start until the decision of the WSC at its March 2024 Meeting.
 - The WSB is requested to engage with the potential bidders promptly once the WSC has approved this ToR, ensuring they are well informed of the decision and answer any questions they might have.
5. The majority of the work of the Panel is anticipated to be carried through virtual engagement, with a possibility for in-person engagement if deemed required by the panel. Costs for in-person engagement will be covered through the World Scout Bureau's budget and in line with the [WSC Volunteer Expense Reimbursement Policy](#).
6. The World Scout Bureau will provide secretariat support to the Panel as required by the Panel's Chair.



Annex 3:

Appointed members of the WOSM Review Panel on the 25th World Scout Jamboree

Neil Carney, Ireland, Co-Chair (External)

With over 20 years' experience across a diverse range of major international sporting events including the Olympic and Paralympic Games, Neil brings a significant level of knowledge across major event planning & delivery. Operating across numerous cultures and environments, he understands the complexities involved in managing large scale events and has considerable insight in managing incidents and crisis situations, and coordination across multiple stakeholders and partners.

Neil's career includes leading City Integration for the 2022 FIFA World Cup, establishing the event planning governance and strategic planning for the 2022 Commonwealth Games in Birmingham, leading the Games operations for the 2017 Islamic Games and 2015 European Games, both in Baku Azerbaijan, as well as managing key venues for the 2012 London Olympic and Paralympic Games.

Phil Harrison, Australia, Co-Chair

Phil currently serves as the Chief Commissioner of Scouts Australia, providing strategic leadership to Scouting in the country. Phil's Scouting journey spans more than 45 years, which has taken him to eight World Scout Jamborees where he fulfilled various leadership roles, including serving as the Australian Contingent Leader for the 22nd World Scout Jamboree in Sweden. As a dedicated volunteer leader with Scouts Australia, he has held a range of key appointments, including significant time as a Leader Trainer, and has contributed significantly to the Scouting Movement.

His formal qualifications include a Masters degree in Outdoor Education, and vocational qualifications in Leadership and Management, Human Resources, Outdoor Leadership, and Training Design and Development. He is a Fellow of the Institute of Managers and Leaders ANZ, and a Member of the Australian College of Educators. In his professional context, Phil brings three decades of experience in environment and outdoor teaching and learning. He actively contributes to the outdoor education field and is a past Vice-President of the Outdoor Council of Australia.

Rocio Moreno Lopez, Mexico (External)

Rocio Moreno Lopez currently serves as the Head of Governance for Oxfam International and before that was an Executive Director of Accountable Now, a global platform that supports CSO's to be transparent, responsive to stakeholders and focused on delivering impact. She is currently a member of the International Experts Panel, a Panel that oversees Open Government Partnerships Independent Reporting Mechanisms. She is an Advocate, speaker, facilitator and writer championing people-driven accountability and ensuring resources are directed to people most affected by CSOs work. Rocio holds a Masters Degree in Development Administration and Planning from the university College of London and a Bachelor in Economics from the Technology Institute in Mexico.

Marie Reinicke, Sweden

Marie has an extensive and diverse professional background in leadership, project management, and organizational development. She has been an active scout since childhood and she has a Master degree in Human resource management and development. Currently, she serves as the Unit Manager and Administrative Leader for Business Intelligence (BI) / data and analytics in the public healthcare system within one of regions in Sweden. She is involved in the organization's processes around quality and development as well as how the healthcare system can become more information-driven and use data as a strategic resource.

Marie was the programme lead of the 2007 Swedish National Jamboree, and between 2008 and 2011 served as the Chairperson of the Host Committee coordinating the planning towards the 2011 World Scout Jamboree where she served as one of the 3 Camp Chiefs. During the following national Jamboree she has been involved in the evaluation team and led an investigation into structure and frequency for the future jamborees. Apart from an engagement with her own local Scout group, Marie has held no role at district, national or international level in Scouting since 2017.

In her previous roles, she has held leadership positions in various organizations, including management and leadership roles. She also was responsible for event management in one of the cities that hosted the UEFA Women's Euro in 2013. Overall, her career showcases a wealth of experience in leadership, project management, and community involvement, making her a versatile and seasoned professional.

Ana Saldarriaga, Colombia (External)

Ana served as a leader in the Forum of Young Global Leaders and Global Shapers Community at the World Economic Forum. Ana was the first Latin American woman to become the CEO/President of AIESEC, the world's largest youth-led organisation for students. During her time at AIESEC, Ana also served as Regional Director - Western Europe and North America, Country Manager Colombia and various other leadership roles. With an Engineering background, Ana is a Chevening Scholar with a Master's Degree in Public Administration in Engineering and Public Policy.

Kevin Tan, Singapore

Kevin is a legal academic and has taught at the Faculty of Law, National University of Singapore (NUS Law) for the past 33 years (save for a brief 2-year interregnum). He specialises in constitutional and administrative law and in international law, international human rights and legal history. In 2000, he established a research and publishing consultancy specialising in history and heritage. He is currently an Adjunct Professor at NUS Law as well as a Senior Fellow at the S Rajaratnam School of International Studies, Nanyang Technological University, and is also Editor- in-Chief of the Asian Journal of Comparative Law.

Kevin has been involved in Scouting since 1970 and was a President's Scout and served in numerous capacities in the Singapore Scout Association, and was in 1992, Singapore's first National Programme Commissioner. Kevin also served as a member of the Constitutions Committee to the World Scout Committee for two trienniums (2014-2021). Outside Scouting, Kevin has been deeply involved in other numerous civic organisations and has headed the Singapore Heritage Society, the Foundation for the Development of International Law in Asia, and the International Council on Monuments and Sites (ICOMOS) Singapore.



Annex 4:

Glossary

Term	Definition
Guidelines for Hosting a World Scout Jamboree	This is a World Scout Bureau Policy, outlining the requirements and obligations that a Host Organisation/s of the World Scout Jamboree must fulfil and comply with in preparing and running the Jamboree.
Host Organization	The National Scout Organization or alliance of National Scout Organization's elected by the World Scout Conference to host the World Scout Jamboree. The Host Organisation/s organises and runs the event, in accordance with WOSM policies and priorities.
Host Organization Agreement	The formal Agreement between the World Scout Bureau and Host Organization. This agreement outlines the terms, conditions, and responsibilities related to hosting the Jamboree. It typically includes provisions related to support provided, financial arrangements, liability and any other relevant aspects of the hosting arrangement.
Korea Scout Association	The National Scout Organization that was elected in 2017 by the World Scout Conference to host the 25 th World Scout Jamboree.
MoU	The Memorandum of Agreement signed on 26 July 2018 by the World Scout Bureau and the Korea Scout Association Host Organisation specifying the level of support and supervision to be provided to the Host Organisation by the World Scout Bureau and the financial reimbursement the Host Organisation shall provide to the World Scout Bureau to make this support possible.

Panel	The Independent Panel of Experts appointed by the World Scout Committee in September 2023 to conduct a thorough review of the events associated with the 25 th World Scout Jamboree in Korea. The Panel members were appointed on the basis of their impartial and demonstrable subject matter expertise, bringing global perspectives from key areas.
Terms of Reference	The Terms of Reference of the Panel as outlined by the World Scout Committee, outline the purpose, scope, and framework of the Panel, defining the roles, responsibilities, outcomes, and process to be followed and to provide direction and accountability.
WOSM Constitution	The World Organization of the Scout Movement Constitution governs the operations of the World Organization of the Scout Movement. It is a formal document that outlines the fundamental principles, rules, and structures governing the organization's operation, management, and decision-making processes. It defines the organization's objectives, mission, membership criteria, rights and responsibilities of members, leadership structure, procedures for elections and meetings, and mechanisms for amending the constitution itself. The constitution serves as a foundational framework that guides the organization's activities and ensures consistency, transparency, and accountability in operations.
World Scout Bureau	The World Scout Bureau serves as the Secretariat of the World Organization of the Scout Movement. It is one of WOSM's three constitutional organs.
World Scout Committee	The World Scout Committee is the executive body of the World Organization of the Scout Movement and acts on behalf of the World Scout Conference between its sessions. It is one of WOSM's three constitutional organs.

World Scout Conference	The World Scout Conference is the governing organ of the World Organization of the Scout Movement and is composed of all its Member Organizations. It is one of WOSM's three constitutional organs.
World Scout Committee Liaison to 25 th World Scout Jamboree	The World Scout Committee appointed designated liaison, who is designated to oversee the planning, preparation and delivery process on behalf of the World Scout Jamboree. This individual is tasked, together with the World Scout Bureau, with reporting back to the Committee on the advancements made in the preparation of the event, as well as its reporting afterwards.
World Scout Jamboree	The World Scout Jamboree is an official educational "World Scout Event" of World Organization of the Scout Movement. It is designed for young people aged between 14 and 17 years inclusive, from National Scout Organizations that are members of World Organization of the Scout Movement. The World Scout Jamboree is an opportunity to develop Scouting, promote good practices and improve the quality of Scouting in all countries, spread the image of Scouting in the wider world, and keep the Scout Method relevant to modern society. The first of its kind was organised in 1920 in London, United Kingdom by the Founder, Lord Baden-Powell, and is considered to be the foundational event of what later became WOSM.

25th WORLD SCOUT JAMBOREE

Report of the independent
Review Panel

